2014 CalHR Workforce Planning and Recruitment Unit Evaluation

Overview

Objective

The California Department of Human Resource (CalHR) Statewide Workforce Planning and Recruitment Unit (SWPRU) Evaluation aims to gather information from each department to aid in evaluating and continuously improving the services of SWPRU. The Evaluation illustrates current trends in workforce planning throughout state departments, identifies which areas of workforce planning are in need of support, and measures the usefulness of CalHR workforce planning tools and resources.

Participants

SWPRU invited Workforce Planning Professionals to participate in the 2014 Evaluation. The group is comprised of state employees at all levels who are involved in workforce planning at their departments. In total, results represent responses from 28 individuals across 21 departments. .

Methodology

Responses were collected online via SurveyMonkey. The Evaluation gathered quantitative and qualitative data. All Evaluation questions reported below required a response. The Evaluation measured the following elements: phases of workforce and strategic planning, executive support, SWPRU tools and resources, and open-ended responses. All results are reported to the nearest whole number, except in cases where the number is less than one, then it is reported to the nearest 0.01.

Executive Summary

Stages of Workforce and Strategic Planning

Currently, departments are in varying stages of workforce and strategic planning with 61 percent in preliminary stages (Figure 1). Of the 18 percent of departments who have workforce plans, 40 percent of their plans are as current as three years (Figure 2). Half of the responding departments have current strategic plans to work from (Figure 3).

Executive Support for Workforce Planning

While the majority of departments are in beginning stages of workforce planning, 64 percent of responding departments feel the workforce planning objectives have active support from executive staff (Figure 4).

Workforce Planning Tools and Resources

SWPRU has released a variety of tools and resources to assist departments in different stages of workforce planning. Thirteen of our tools and resources were included in the Evaluation. The most useful resources have been those providing opportunities for face to face communication, such as our Workforce Planning Quarterly Meetings and training sessions/materials (Figure 5). While not all respondents have utilized each tool, the majority of those that have rated SWPRU tools and resources as useful (Figure 5).

Challenges and Priorities

SWPRU identified eleven workforce and succession planning challenges to ask departments about. At 22 percent, the largest challenge departments are facing is lack of financial resources for workforce and succession planning initiatives (Figure 6). Respondents indicated their second largest challenge, at 18 percent, is lack of relevant data and/or systems to track data (Figure 6). Results indicate departments are feeling least challenged by lack of interest or participation by employees, employee retention difficulties and resistance to change or lack of change leadership (Figure 6).

The Evaluation measured the importance of five workforce and succession planning areas. Respondents ranked the areas from lowest priority to highest priority as follows: training and development, recruitment, employee retention, succession planning and knowledge transfer (Figure 7).

Survey Results

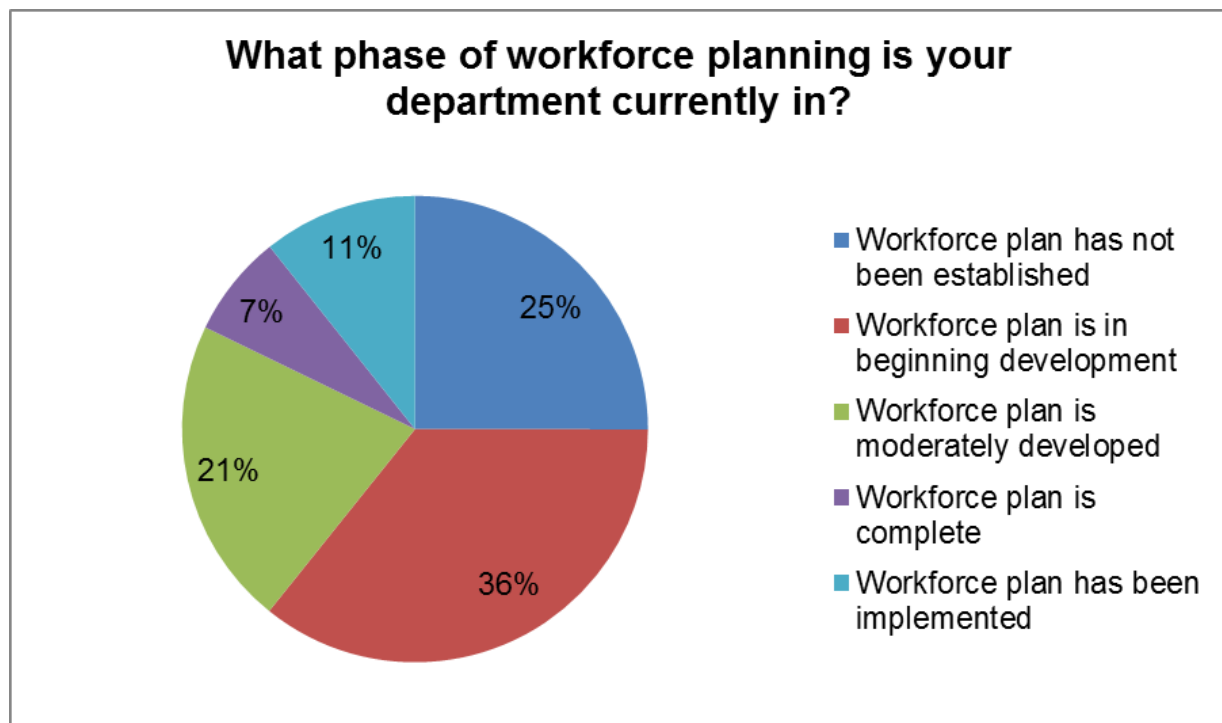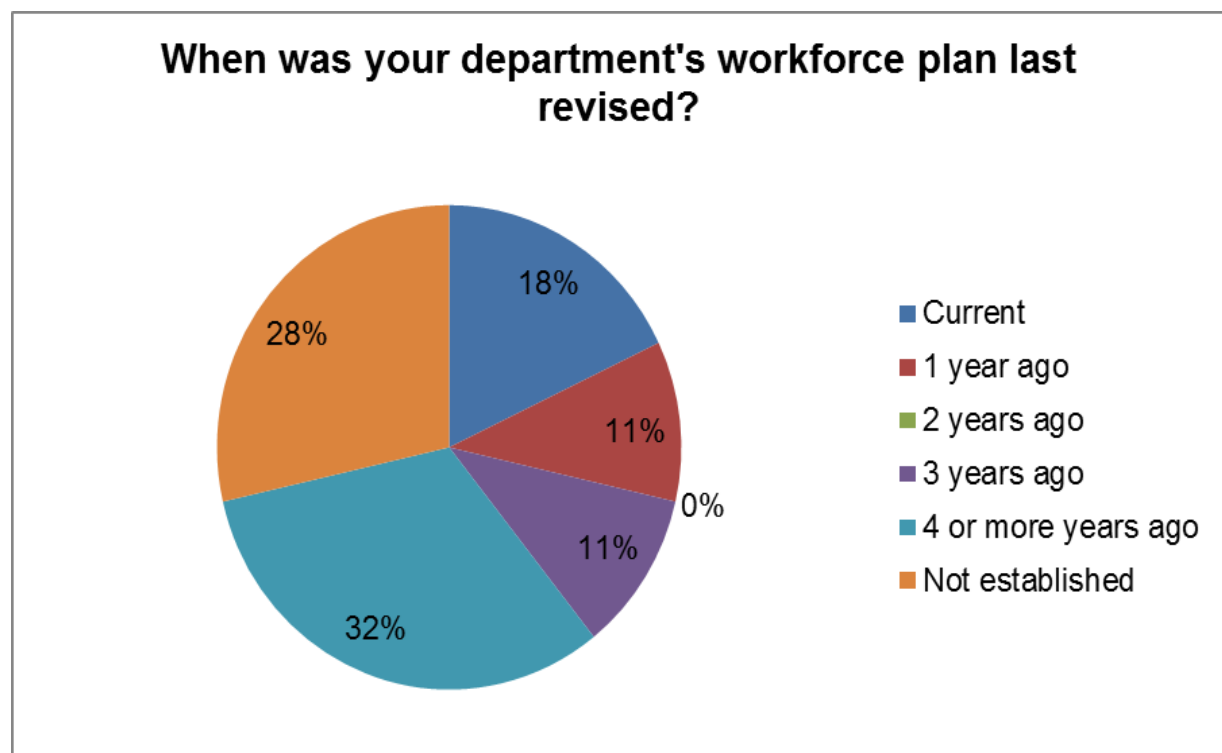## What phase of workforce planning is your department currently in?

- Workforce plan has not been established — 25%
- Workforce plan is in beginning development — 36%
- Workforce plan is moderately developed — 21%
- Workforce plan is complete — 7%
- Workforce plan has been implemented — 11%

Figure 1. Workforce Planning Phase

When was your department's workforce plan last revised?

- Current — 18%
- 1 year ago — 11%
- 2 years ago — 0%
- 3 years ago — 11%
- 4 or more years ago — 32%
- Not established — 28%

Figure 2. Workforce Plan Revision
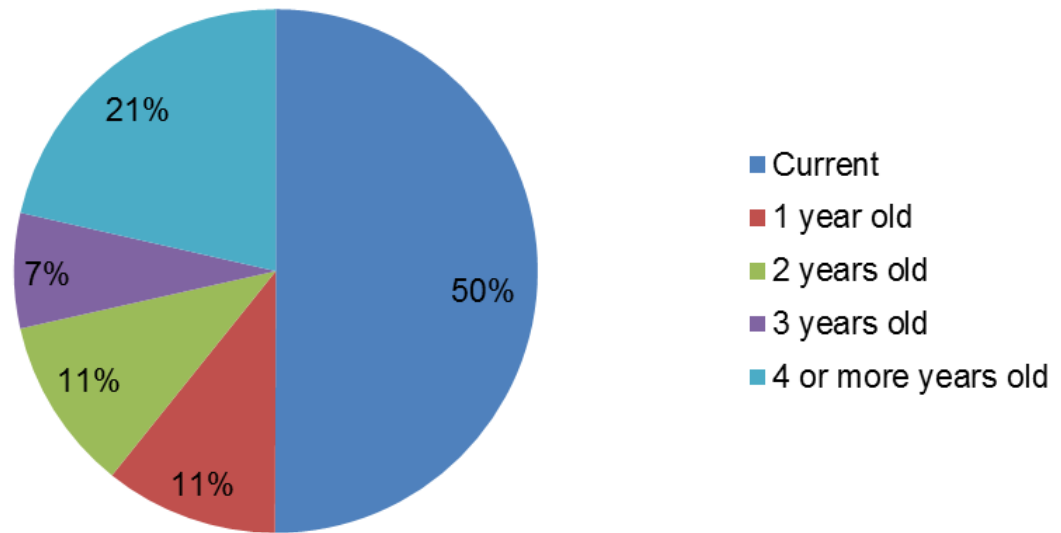
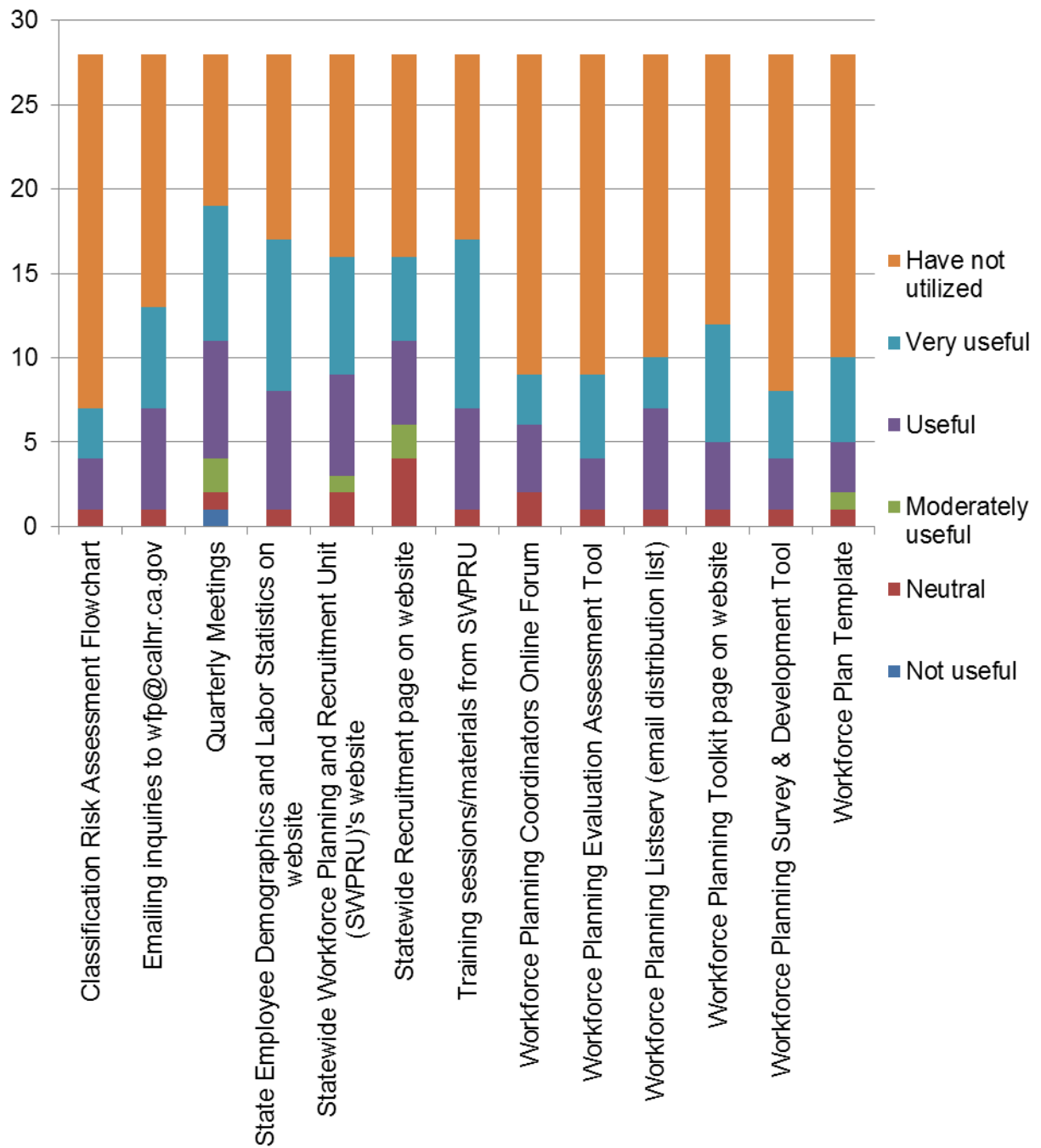*Figure 3. Strategic Plan*
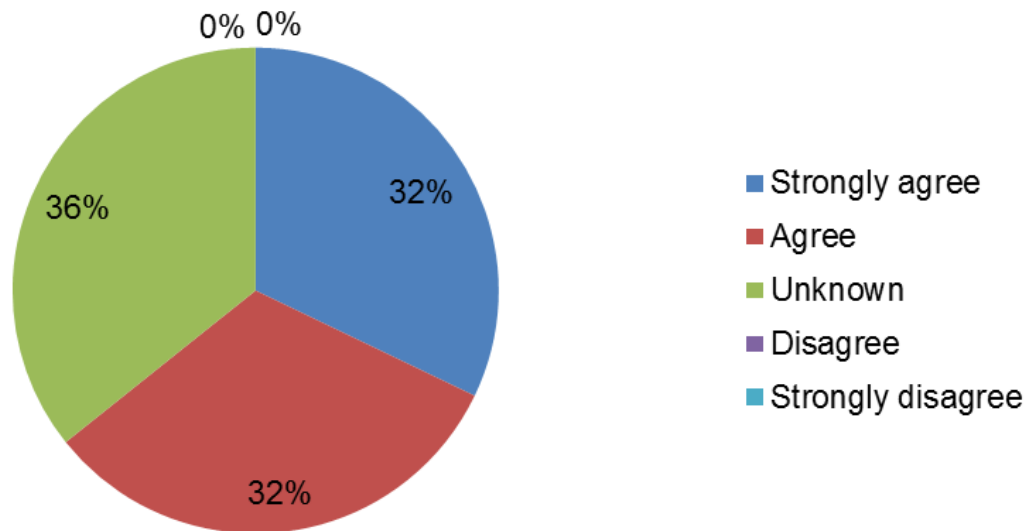
Figure 4. Executive Staff Support

Figure 5. Workforce Planning Tools and Resources

What has been your department's greatest challenge in workforce and succession planning?

Legend:
- Lack of financial resources for workforce and succession planning initiatives
- Lack of executive/high-level support
- Lack of interest or participation by employees
- Lack of strategic plan
- Recruitment difficulties
- Employee retention difficulties
- Loss of qualified staff due to retirements
- High employee turnover
- Resistance to change or lack of change leadership
- Lack of training/education about workforce planning
- Lack of relevant data and/or systems to track data

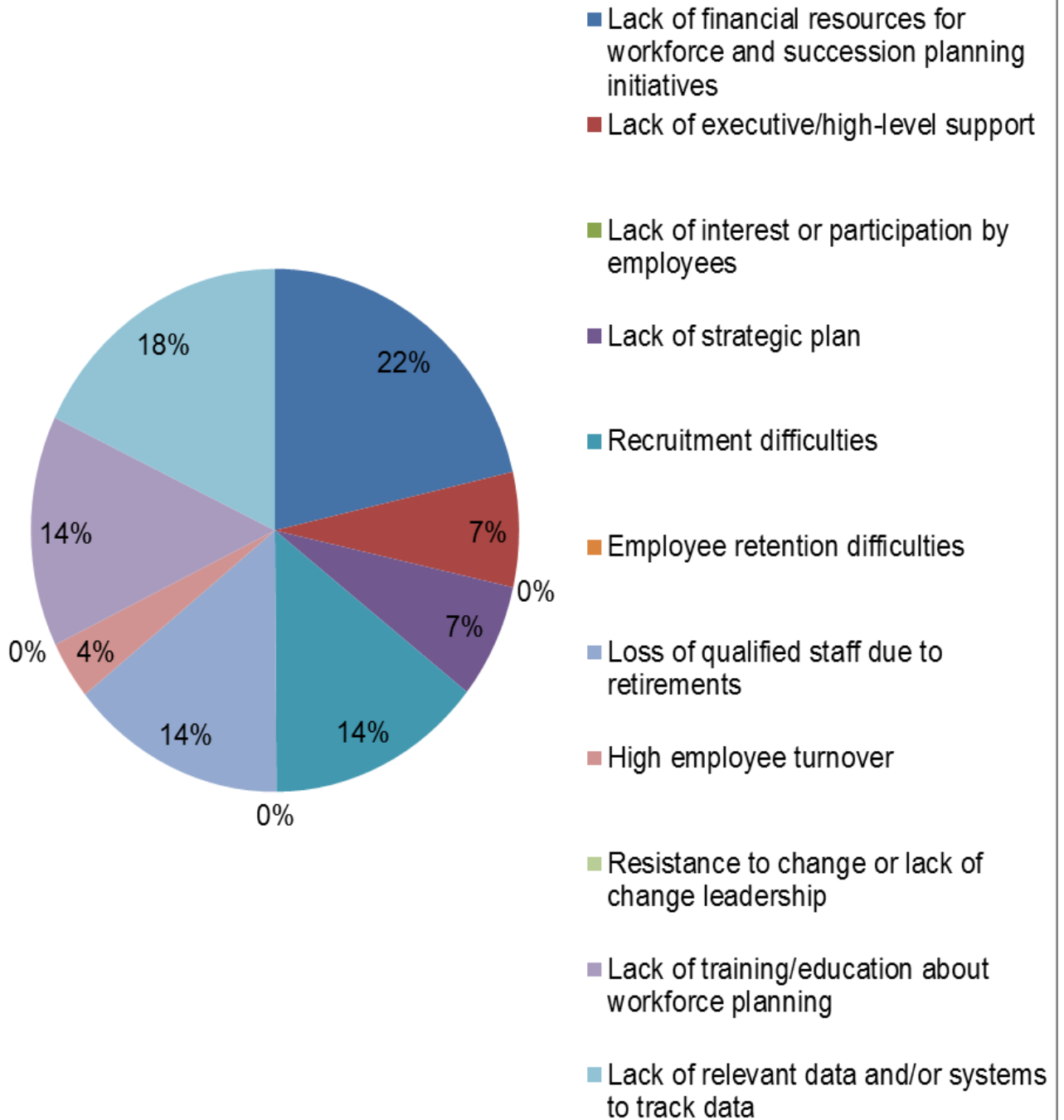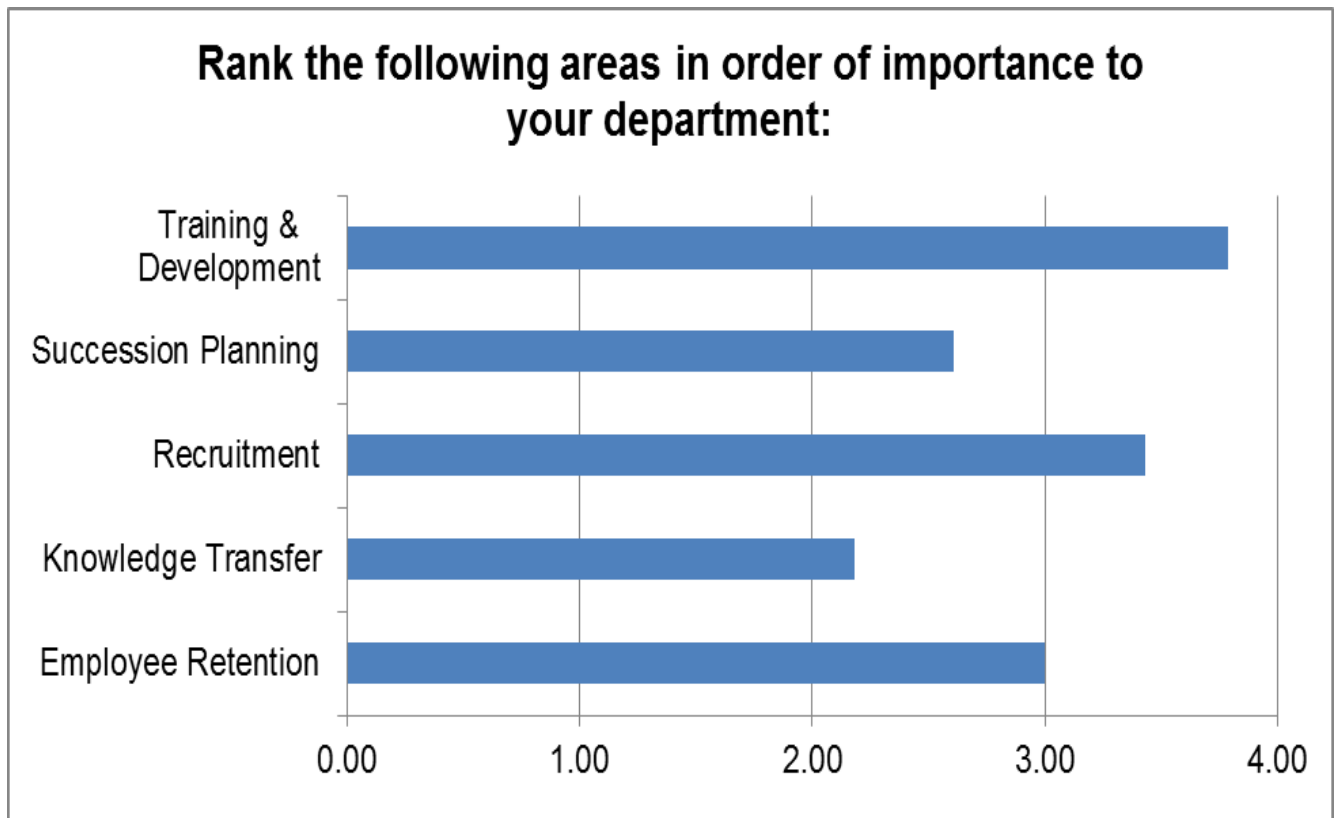Pie chart values: 22%, 7%, 0%, 7%, 14%, 0%, 14%, 4%, 0%, 14%, 18%

Figure 6. Workforce and Succession Planning Challenges

Figure 7. Workforce Planning Priorities